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DD/S 72-0128

18 JAN 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Training and Career Development

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1. On 11 January Mr. Colby met with Mr. Cunningham, Mr. Fisher, [ ] and the undersigned to review the above subject. He first discussed the criteria for the second Senior Seminar but related this to the broader subject.

2. Mr. Colby believes that there must be a change in the Agency's approach to and use of training courses to insert the "institutional" control or input which has seemingly been largely lacking. He believes that completion of certain courses should be mandatory in career management and development. He desires that controls be established probably in the Office of Personnel which show at least on a post audit basis whether these mandatory requirements have been met. Examples might be the completion of a Mid-career course as a prerequisite to promotion to a specified grade or, fulfillment of a language requirement before assignment to a language designated position or achievement of a given promotion level.

3. Mr. Colby would like us to relate if possible given courses such as the Mid-career course and senior service schools to career progression of students who have completed these courses. He would also like to have machine runs to show what training present supergrade personnel have had - on this point Mr. Cunningham mentioned that in the original senior seminar planning OTR did develop information of this type on GS-15's and above who were then age 52 and below.

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4. Mr. Colby wondered if OTR needed a "Board of Visitors" of Directorate representatives. Mr. Cunningham responded in the negative. He also asked if Directorates have a "vote" on the courses which OTR develops. Mr. Cunningham replied in the negative but explained how those responsible in OTR work with Directorate representatives during course development. Mr. Colby encouraged DTR to continue working on the "track" scheme and the revised course catalogue. He suggested that external training should be made a part of the "track" recommendation.

5. On the Senior Seminar Mr. Colby expressly desired that Deputies be required to certify that each nominee is a bright light within the Directorate, is certain of one more promotion and is headed for senior management position.

6. It was agreed that we would consider this internally (DD/S, DTR and D/Pers) and would react shortly. It was also agreed that we should prepare for the Executive Director's signature a memorandum to the Deputies on the second Senior Seminar.

John [redacted] Coffey  
Deputy [redacted] Director  
for support

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DD/S:JWC:llc (13 January 1972)

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